

THE *Coca-Cola* COMPANY

# MEXICO MARKET VISIT

Bruno Pietracci  
PRESIDENT  
LATAM OPERATING UNIT

Luis Felipe Avellar  
PRESIDENT  
MEXICO OPERATIONS

## FORWARD-LOOKING STATEMENTS

This presentation may contain statements, estimates or projections that constitute “forward-looking statements” as defined under U.S. federal securities laws. Generally, the words “believe,” “expect,” “intend,” “estimate,” “anticipate,” “project,” “will” and similar expressions identify forward-looking statements, which generally are not historical in nature. Forward-looking statements are subject to certain risks and uncertainties that could cause The Coca-Cola Company’s actual results to differ materially from its historical experience and our present expectations or projections. These risks include, but are not limited to, unfavorable economic and geopolitical conditions, including the direct or indirect negative impacts of the conflict between Russia and Ukraine and conflicts in the Middle East; increased competition; an inability to be successful in our innovation activities; changes in the retail landscape or the loss of key retail or foodservice customers; an inability to expand our business in emerging and developing markets; an inability to successfully manage the potential negative consequences of our productivity initiatives; an inability to attract or retain a highly skilled and diverse workforce; disruption of our supply chain, including increased commodity, raw material, packaging, energy, transportation and other input costs; an inability to successfully integrate and manage our acquired businesses, brands or bottling operations or an inability to realize a significant portion of the anticipated benefits of our joint ventures or strategic relationships; failure by our third-party service providers and business partners to satisfactorily fulfill their commitments and responsibilities; an inability to renew collective bargaining agreements on satisfactory terms, or we or our bottling partners experience strikes, work stoppages, labor shortages or labor unrest; obesity and other health-related concerns; evolving consumer product and shopping preferences; product safety and quality concerns; perceived negative health consequences of certain ingredients, such as non-nutritive sweeteners and biotechnology-derived substances, and of other substances present in our beverage products or packaging materials; failure to digitalize the Coca-Cola system; damage to our brand image, corporate reputation and social license to operate from negative publicity, whether or not warranted, concerning product safety or quality, workplace and human rights, obesity or other issues; an inability to successfully manage new product launches; an inability to maintain good relationships with our bottling partners; deterioration in our bottling partners’ financial condition; an inability to successfully manage our refranchising activities; increases in income tax rates, changes in income tax laws or the unfavorable resolution of tax matters, including the outcome of our ongoing tax dispute or any related disputes with the U.S. Internal Revenue Service (“IRS”); the possibility that the assumptions used to calculate our estimated aggregate incremental tax and interest liability related to the potential unfavorable outcome of the ongoing tax dispute with the IRS could significantly change; increased or new indirect taxes; changes in laws and regulations relating to beverage containers and packaging; significant additional labeling or warning requirements or limitations on the marketing or sale of our products; litigation or legal proceedings; conducting business in markets with high-risk legal compliance environments; failure to adequately protect, or disputes relating to, trademarks, formulas and other intellectual property rights; changes in, or failure to comply with, the laws and regulations applicable to our products or our business operations; fluctuations in foreign currency exchange rates; interest rate increases; an inability to achieve our overall long-term growth objectives; default by or failure of one or more of our counterparty financial institutions; impairment charges, and risks regarding potential additional impairments; an inability to protect our information systems against service interruption, misappropriation of data or cybersecurity incidents; failure to comply with privacy and data protection laws; evolving sustainability regulatory requirements and expectations; increasing concerns about the environmental impact of plastic bottles and other packaging materials; water scarcity and poor quality; increased demand for food products, decreased agricultural productivity and increased regulation of ingredient sourcing due diligence; climate change and legal or regulatory responses thereto; adverse weather conditions; and other risks discussed in our filings with the Securities and Exchange Commission (“SEC”), including our Annual Report on Form 10-K for the year ended December 31, 2023, and our subsequently filed Quarterly Reports on Form 10-Q, which filings are available from the SEC. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We undertake no obligation to publicly update or revise any forward-looking statements.

# WELCOME TO LATIN AMERICA OPERATING UNIT

2023 FY figures

## Mexico Operations

**~ 45%**  
of LATAM Volume

   
**~ 80%**  
of Zone Volume

## Central Operations

**~ 20%**  
of LATAM Volume

   
**> 70%**  
of Zone Volume

## South Operations

**~ 35%**  
of LATAM Volume

   
**> 40%**  
of Zone Volume

   
**~ 65%**  
of LATAM Volume

**+** Andina, Solar  
& Bepensa

**> 80%**  
of LATAM Volume



**39**  
Countries

**~ 650M**  
Population

**40**  
Bottling Partners

**4.8M**  
Served Customers

# LATIN AMERICA PLAYING A MEANINGFUL ROLE FOR TCCC

## Latin America in Numbers<sup>(a)</sup>...

~ 150M Daily Transactions

> 50% Value Share<sup>(b)</sup>

~ 30% Refillables Mix

~ 30% Single Serve Mix

> 30% Digital Revenues Mix

## Latin America as the Cornerstone of TCCC<sup>(a)</sup>...

> 20% Of Global Operating Income<sup>(e)</sup>  
Highest OI Margin in the World

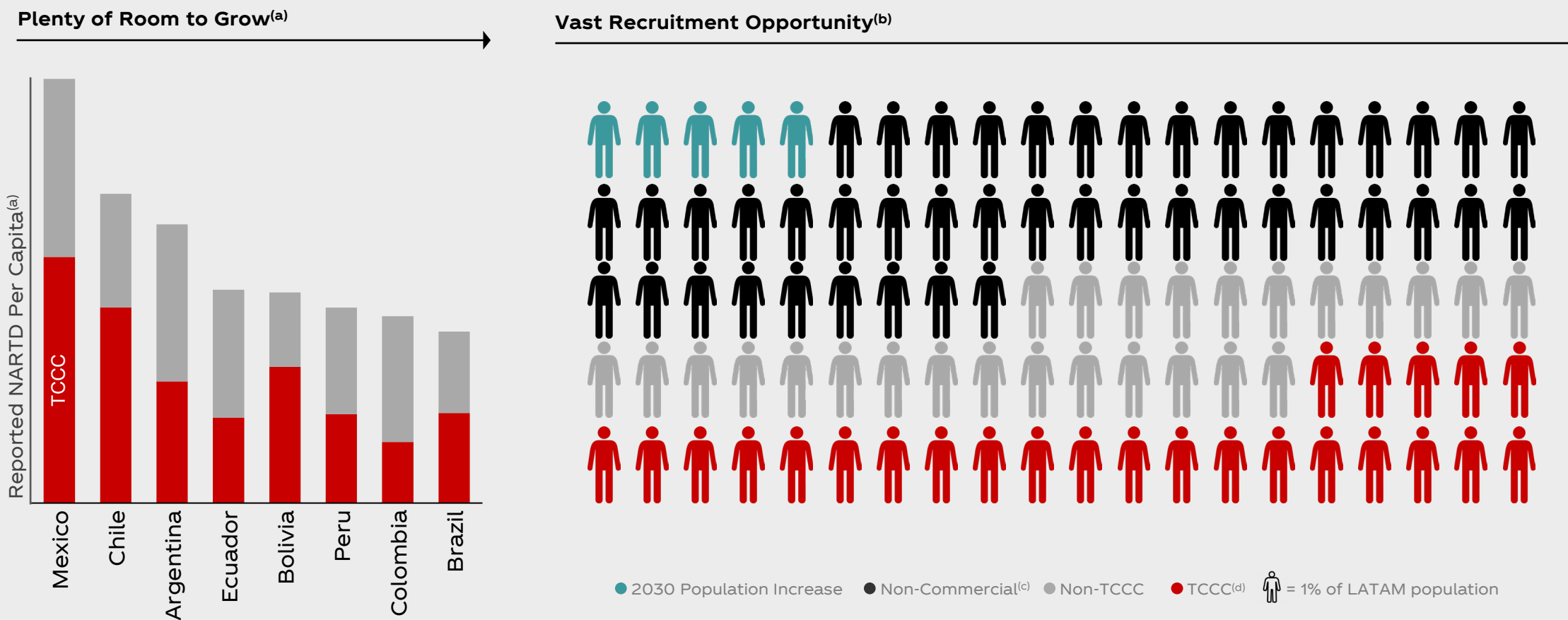
#1 Weekly+ Consumer Base<sup>(c)</sup>  
Highest in the World<sup>(d)</sup>

#1 Colas Per Capita Consumption  
Highest in the World

#1 Digitized Customer Base (>80%)  
Highest in the World

#1 Stills Business (>\$1B USD System Profit)  
Largest OU Volume in the World

# A VAST OPPORTUNITY FOR GROWTH IN THE REGION



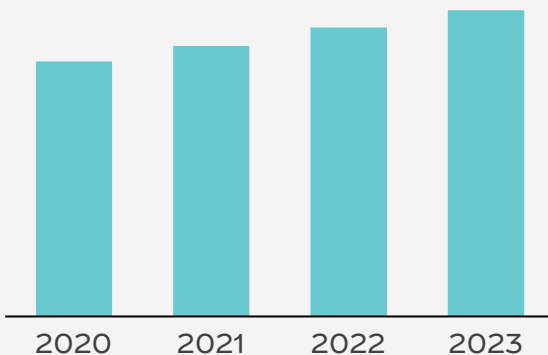
(a) 2023 Reported NARTD Per Capita excluding Bulk Water, White Milk and Prepared Juice (Top 8 Markets); (b) Data represents internal estimates of Total Latam markets; (c) Represents population that does not consume commercial beverages; (d) Represents Weekly+ consumers.

# ACTING AS A GLOBAL GROWTH ENGINE...

## Unit Case Volume

Latin America Operating Unit<sup>(a)</sup>

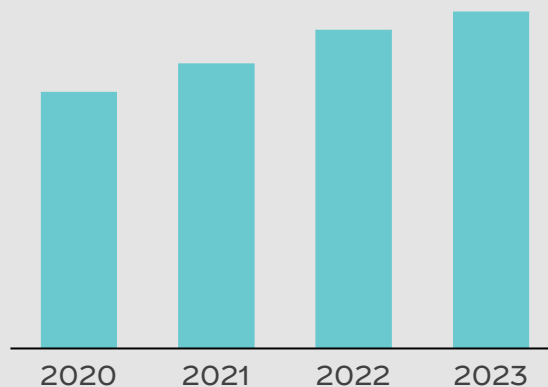
**6%  
CAGR**



## Transactions

Latin America Operating Unit<sup>(a)</sup>

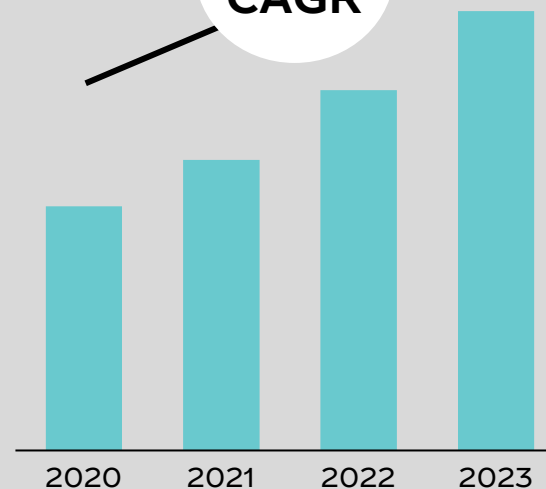
**10%  
CAGR**



## Net Sales Revenues

Latin America Operating Unit<sup>(a)</sup>

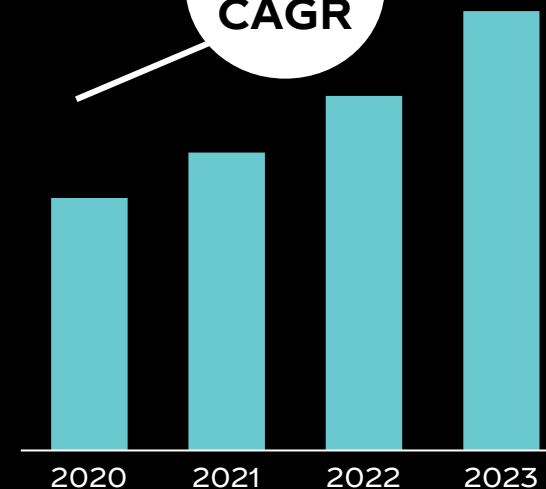
**~18%  
CAGR**



## Operating Income

Latin America Operating Unit<sup>(a)</sup>

**~18%  
CAGR**



Strong Momentum in Q1 Gives Us Confidence in Our Growth Trajectory

# ...AND AS A GLOBAL POWERHOUSE

## Talent Importer and Exporter

Half of TCCC Executive Leadership Team + Operating Unit Presidents directly managed our business in Latin America for a significant portion of their career



**James Quincey**  
Chairman  
& CEO



**John Murphy**  
President  
& CFO



**Manolo Arroyo**  
CMO



**Henrique Braun**  
President,  
International



**Bruno Pietracci**  
President,  
LATAM OU



**Luisa Ortega**  
President,  
Africa OU



**Selman Careaga**  
President,  
ASEAN OU\*



**Roberto Mercade**  
President,  
McD's Division



**Claudia Lorenzo**  
Chief of  
Staff, CEO\*

## Developing and Scaling Best in Class Capabilities

Capabilities Hub

System Cooperation Frameworks

Revenue Growth Management

Refillables & Universal Bottle

B2B Ecosystem & Suggested Order

Occasion-Based Platforms

\*Effective June 1, 2024



# LIMITLESS MEXICO AS A PROOF POINT OF OUR GROWTH MINDSET

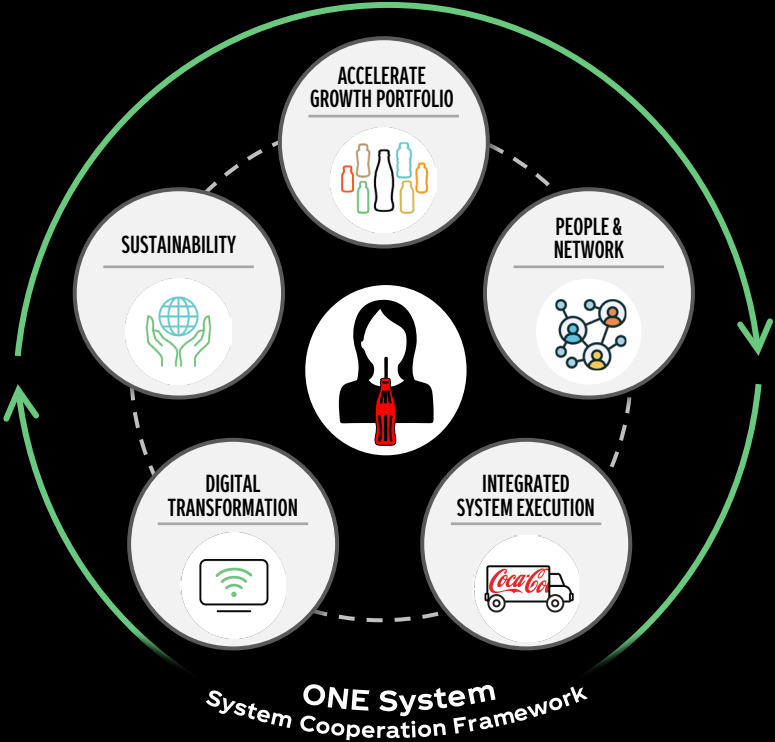
## Flagship Market

> 20B	Transactions <sup>(a)</sup> ~40k every minute
> 4B	Unit Case Volume <sup>(a)</sup> 26 Olympic pools daily
Highest	NARTD Per Capita <sup>(a)</sup> in the World
Highest	CCTM Weekly+ Incidence <sup>(a)(b)</sup> in the World
~140	Coolers per 10k Inhabitants <sup>(a)</sup> Highest in the World

## Limitless Mindset

↑	Transactions <sup>(c)</sup>
↑	Volume <sup>(c)</sup>
↑	Per Capita & Value Share <sup>(c)</sup>
↑	CCTM Weekly+ <sup>(c)</sup>
+ 80k	Cooler Doors <sup>(c)</sup>

## Clear Levers to Accelerate Growth



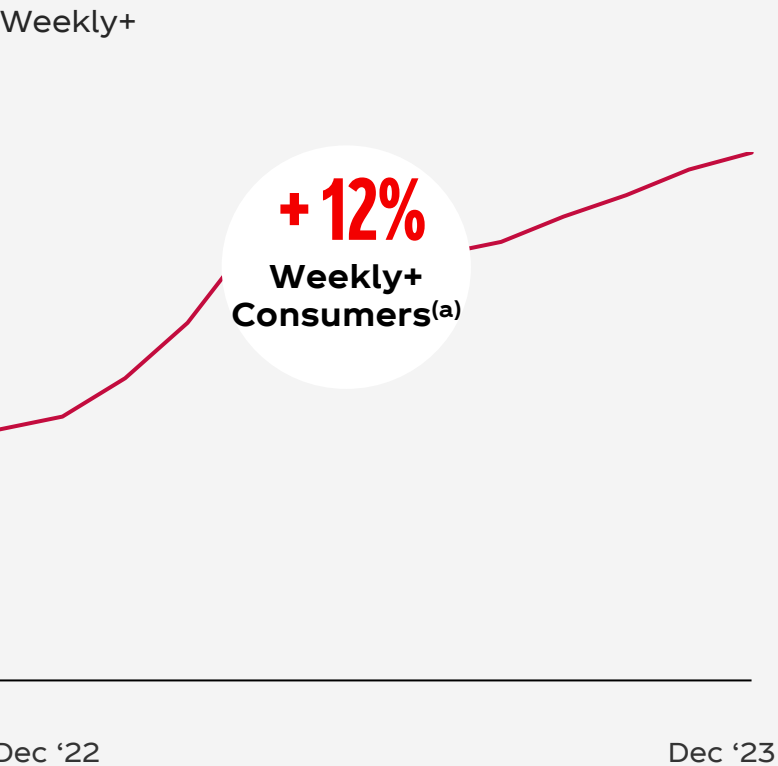
(a) 2023; (b) Population of 13+ years; Weekly+ consume a TCCC beverage at least once a week for 52 consecutive weeks; (c) 2023 vs. 2022; Source: 2023 Industry Estimates; Internal Analysis



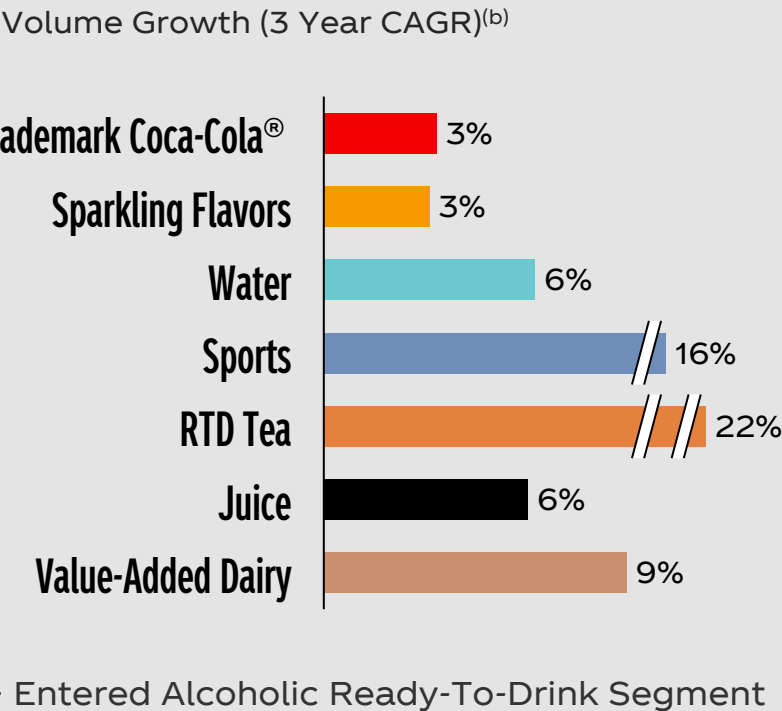


# REACHING CONSUMERS BY BUILDING CULTURAL CONNECTIONS

## Expanding Mexico Consumer Base



## Nurturing a Total Beverage Portfolio

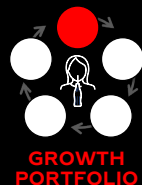


## Unlocking Future-Forward Innovations



(a) Dec 2023 vs. Dec 2022; (b) 2020-2023; (c) 2023 FY; Source: Internal Analysis

# TRADEMARK COCA-COLA IS ACCELERATING RECRUITMENT



## RELEVANT CONSUMER CONNECTION

Iconicity back to Mexico streets



+6M people in parades

## INNOVATION AGILITY

Relevant Market for Coca-Cola Creations



#1

Favorite Brand of Mexicans<sup>(a)</sup>

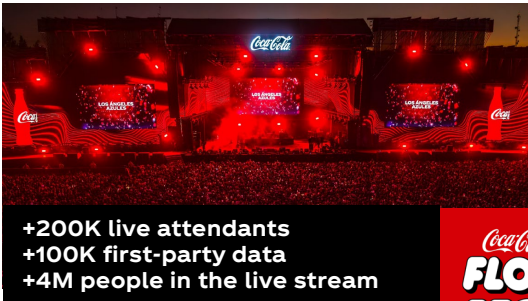
70%

Media Mix Non-Television



Multimedia Reach<sup>(c)</sup> 99%

Unit Cases<sup>(b)</sup> 2.3B



+200K live attendants  
+100K first-party data  
+4M people in the live stream



## EXPERIENTIAL ENGAGEMENT

New Engagement Model Driving Connection and Data

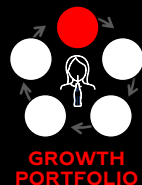
(a) Kantar Worldpanel 2023; (b) 2023 (c) Total Population of 15+ years



## EVERYDAY RELEVANCE

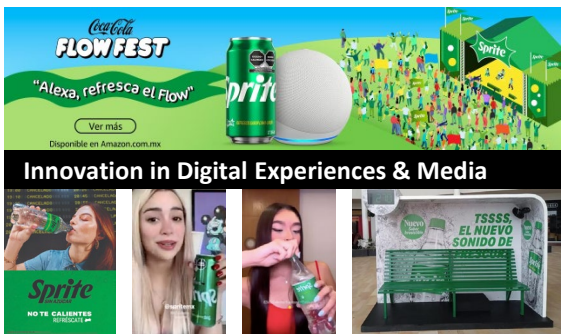
Unparalleled Presence in Multichannel with Broad Portfolio

# SUPERCARGING FLAVORS BY COMBINING SCALE WITH INTIMACY



## RELEVANT CONSUMER CONNECTION

Global Brands



#1

Weekly+ Sparkling Flavors Brand<sup>(a)</sup>  
Share of Value in Lemon-Lime<sup>(a)</sup>

+5k

Dedicated Sprite Coolers<sup>(b)</sup>



## PRODUCT SUPERIORITY WITH SUPERIOR EXECUTION

Sprite Formula Renovation (6M samplings) + "Green Wall" Invasion

(a) 2023 vs. 2022; (b) 2023

## EVERYDAY RELEVANCE

Local Heritage Brands



#1

Share of Value in  
Pink Grapefruit  
Segment<sup>(b)</sup>

Value Share<sup>(b)</sup>

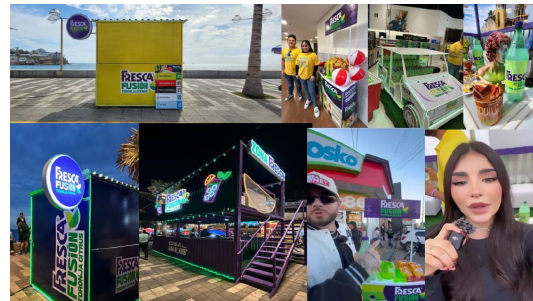
~50%

Weekly+ Consumers <sup>(a)</sup>  
Observed Drinkers <sup>(a)</sup>



2.7x

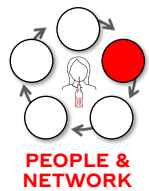
Media Investment<sup>(a)</sup>



## EXPERIENTIAL ENGAGEMENT & INNOVATION AGILITY

New Fresca Positioning + Fresca Fusion Launch





# THE POWER OF THE NETWORK IN THE STILLS BUSINESS

## Uniting Siloed Teams into a Single Network

One stills strategy, ambition and governance



## Anchored on Key Imperatives

### CONSUMER CENTRICITY

Focus on sub-categories with consumer demand and accretive profitability



### PROFITABILITY MINDSET

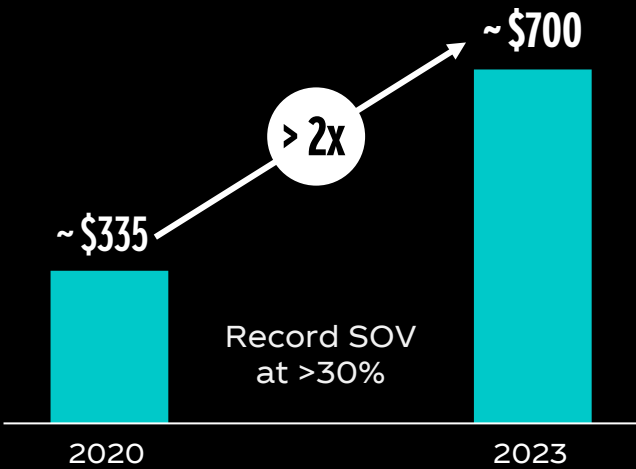
Optimal infrastructure/value chain design, harmonization, productivity

### LIFT & SHIFT

Accelerate implementation through network-wide import and export of best practices

## Unprecedented Stills Business Results

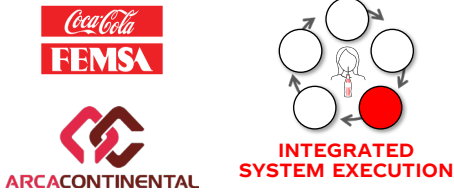
Mexico System Operating Income (in millions)



↑ Operating Margin<sup>(a)</sup>

(a) 2023 vs. 2020; Source: Internal Analysis

# STEPPING UP EXECUTION CAPABILITIES TO TURBOCHARGE OUR FLYWHEEL



## Unified Revenue Growth Management

Single Serve Engine



Premium Boost



Affordability Expansion



## Leveraging Occasion-Based Platforms



**+ 1.5pp** Share of Visual Inventory<sup>(a)</sup>  
**+ 0.7pp** Basket Incidence<sup>(a)</sup>  
**+ 0.3pp** Value Share<sup>(a)</sup>

## Excellence in Execution

**+5pp** Execution Quality Index<sup>(b)</sup>  
**+80k** Cooler Doors<sup>(c)</sup>  
**+15pp** Priority Portfolio Coverage<sup>(b)</sup>



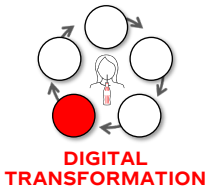
## Distribution Agreements

Provide complete solutions to consumer needs in 6 key occasions



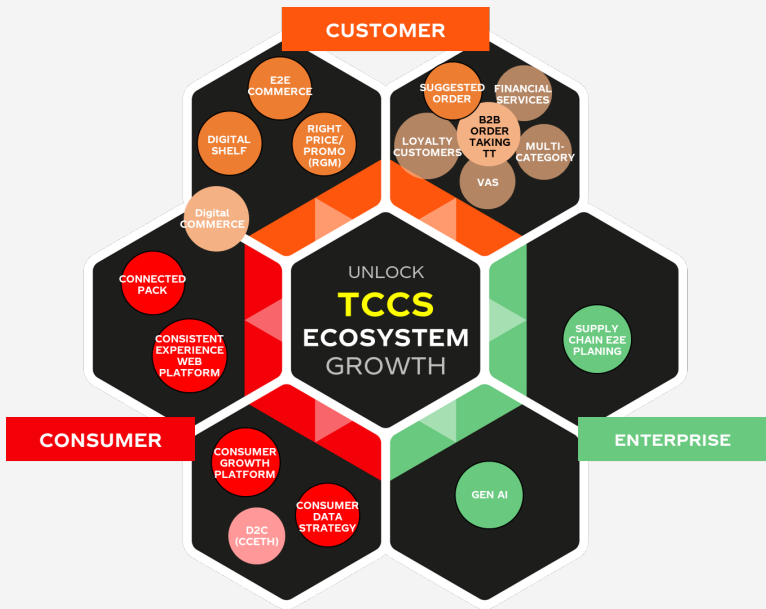
Positive impact for TCCC CORE PORTFOLIO in Buyer stores vs. non-Buyer (Revenues)

(a) KO average increase for fully activated Occasion-Based Platform vs. stores without activation (2023); (b) Feb '24 vs. Sep '23; (c) 2023 vs. 2022



# DIGITAL AS A CAPABILITY, MEDIUM AND DISRUPTOR

## Building a Dynamic Ecosystem



CONNECTED  
PACK



CONSUMER  
GROWTH  
PLATFORM



SUGGESTED  
ORDER



RIGHT PRICE  
& PROMO

- E.g.:
- ❖ Package QR Code
  - ❖ Experiential Platform (B2B2C)
  - ❖ GenAI Personalization
  - ❖ Competitive Pricing Strategy Tool



## Unlocking Mexico's Digital Ecosystem

### CUSTOMERS Digitization of Traditional Trade

**1.1M** Digitized Customers  
>90% coverage in 2023  
Sales uplift of +7% vs. non-digitized

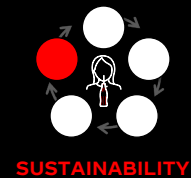
**~1/3** Digital Revenue Mix  
+16pp vs 2022

### CONSUMERS Winning in the Market

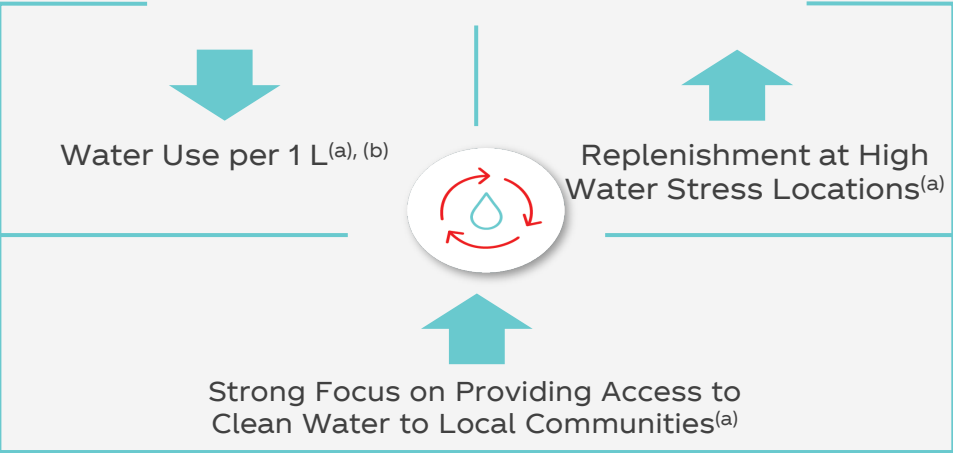
**2.3M** # Consented Consumers (1<sup>st</sup> Party Data)  
+0.5M vs 2022

**~50%** E-Share (Grocery Delivery)  
+2.9pp vs 2022

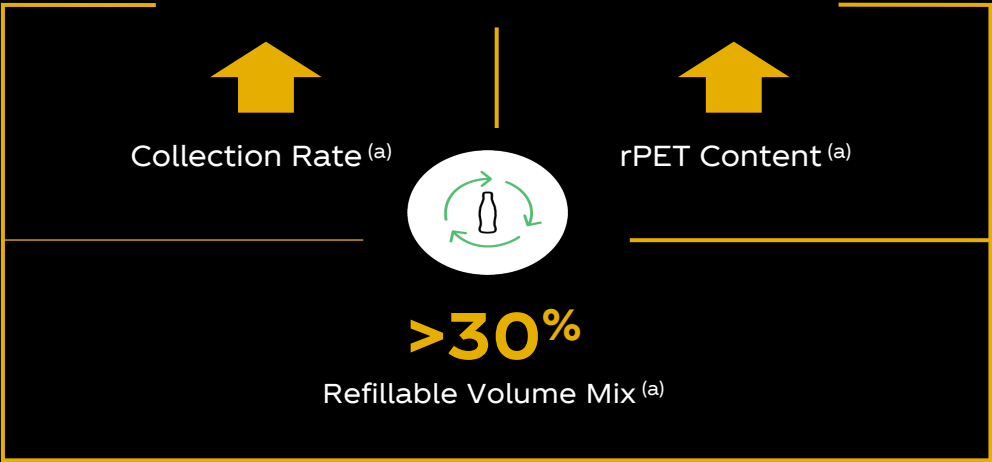
# INTEGRATED SUSTAINABILITY AGENDA DELIVERING RESULTS



## Water Leadership



## World Without Waste



Collective Action Platform Bringing Together 63 Organizations to Accelerate Sustainability Agenda

(a) 2023 vs. 2022; (b) The lower the metric the better



# BEST POSITIONED TO CAPTURE ANOTHER 100 YEARS OF GROWTH

KEY MILESTONES

2024: Celebrating 100 Years of Santa Clara®



2026: Celebrating 100 Years of Coca-Cola® in Mexico



# KEY TAKEAWAYS

- ✓ PURSUING VAST OPPORTUNITIES WITH DISCIPLINE
- ✓ LATIN AMERICA IS A POWERHOUSE & CONSISTENTLY DELIVERS GROWTH
- ✓ BUILDING CONSUMER CONNECTIONS WITH OUR TOTAL BEVERAGE PORTFOLIO
- ✓ TURBOCHARGING OUR FLYWHEEL WITH DIGITAL & COMMERCIAL CAPABILITIES
- ✓ WORKING AS A HARMONIZED SYSTEM TOWARDS A HIGHER GROWTH AMBITION
- ✓ MEXICO IS A PROOF POINT OF OUR LIMITLESS SYSTEM GROWTH MINDSET

BUILT ON A SIMPLE PURPOSE

REFRESH THE WORLD.

MAKE A DIFFERENCE.

THE *Coca-Cola* COMPANY